



American Latino Museum Internship and Fellowship Initiative

Sample Application ALIF-256478-OMS-24

Museo de Arte de Puerto Rico

Amount awarded by IMLS:	\$343,521
Amount of cost share:	\$46,212

The Museo de Arte de Puerto Rico in partnership with the University of Sagrado Corazon and the University of Puerto Rico will develop a workplace-based learning and practice immersive experience. Project activities include the design and implementation of internships that will grow student professional skills in museum studies and the arts, provide work experience in the creative sector, and expand the way students add depth and can incentivize their skills as employable cultural workers. Project funds will support paid mentors for students, a Lunch Box Speaker Series and an Annual Internship Alumni Portfolio Showcase with potential employers, and materials and supplies for mentorship, a Lunch Box Speaker Series and an Annual Internship Alumni Portfolio Showcase with Employers. The resulting outcomes will include the production of the MAPR 25th Anniversary Celebration in conjunction with the production of the exhibition “Puerto Rico Plural.”

Attached are the following components excerpted from the original application.

- Narrative
- Schedule of Completion

When preparing an application for the next deadline, be sure to follow the instructions in the most recent Notice of Funding Opportunity for the grant program to which you are applying.

Narrative

The Museo de Arte de Puerto Rico (MAPR), seeks support for its arts education program. Founded in 2000, the MAPR is one of the leading arts and cultural heritage institutions in Puerto Rico. Our mission is to enrich the lives of our diverse audiences by making art accessible and promoting the knowledge, appreciation, and enjoyment of visual arts from Puerto Rico and the world. The museum serves the people of Puerto Rico and its countless visitors by welcoming all to experience art, creativity, and the broad Puerto Rican-Caribbean identity. The museum is a major player in developing Puerto Rico's creative economy, promoting its art and artists in, and beyond the island. Since its opening nearly twenty-five years ago, the MAPR has become one of the most important cultural centers in Puerto Rico through its expanding permanent collection, exhibitions, publications, public programs, conservation division and educational offerings.

The MAPR is the principal steward of Puerto Rico's cultural and artistic patrimony. Our permanent collection of nearly 1,400 works are among the most significant and representative of Puerto Rican art from the 18th century to the present. Our curatorial team stands out for presenting high quality local and international exhibitions, with over 120 projects presented to the more than two and a half million people who have visited the museum since its opening. Moreover, our museum is an ambassador of Puerto Rican culture beyond the island, organizing internationally acclaimed exhibitions with global reach.

The Center for Education Innovation was established by Museum founders to be the main interface with the diverse publics. Presently, it provides refreshed, year-round, arts education programming in person and virtually from its brand-new Center facilities and in online platforms. It hosts regular programming for teachers, artist residents, community groups, pre-K-12 students and visitors with disabilities, amongst other publics. It is home to the Accessibility Program, an arts-dedicated library, and the Internship Program showcased in this grant application.

The MAPR's Internship Program provides a workplace-based learning and practice opportunity for undergraduate and graduate students. This program was initially launched in 2000, and provides project-based training assigned by managers, designed to foster proficiency in various museum disciplines. Interns are placed in a department aligned with the concentration of their choice. Since its establishment, the program has hosted hundreds of students from more than a dozen universities in the mainland US, Jamaica, France, Germany and Mexico. MAPR collaborated alongside their sister program, the Smithsonian Young Ambassadors Program, for four years delivering paid internships to dozens of students.

Interns are placed to work part-time or full-time with a department that aligns with their field of study, supervised closely and receive quality mentorships by department managers that assign projects based on institutional needs and their academic/career interests. At times, projects are aligned with Hispanic-serving universities and can count towards credit for their academic programs. Projects crafted by past MAPR's interns have ranged from conservation, exhibition preparation, arts research, art history, curriculum development, and guided visits, among others. The number of past applicants indicates that MAPR's internship program will remain competitive through the proposed grant-funded work. Intern reports demonstrate past alumni are successfully working at the US national level with institutions such as National

Geographic, the Smithsonian Institution, and some have been hired by the MAPR and other Museums. (See in Appendix 1: Interns' Support Letters).

Through the Latino Intern and Fellowship Initiative, the Museum of Art of Puerto Rico invites IMLS to partner with the museum, the [University of Sagrado Corazón](#) (USC) and the [University of Puerto Rico – Recinto de Mayagüez](#) (UPR-RUM) to host together at least 36 students in 9 cohorts within a 3-year grant period. This immersive experience is designed to: grow professional skills in museum studies and the arts, provide work experience in the creative sector, and expand the way students add depth and enhance skills that will enable them to be more competitive as they embark on their career of choice.

Interns' projects developed through this program have been guided by staff and include thematic elements of: Access, Representation and Professional Development and Employment Support. Interns professional coaching, a Monthly Lunch Box Speaker Series and an Annual Internship Alumni Portfolio Showcase with Employers from Puerto Rico and our Diasporas. They will also conform an important part of MAPR 25th Anniversary Celebration and participate in the re-installation of the museum's permanent collection in 2025, which aims to bring back Diaspora Puerto Ricans who have never exhibit in the MAPR to reflect on what it is to be Puerto Rican today.

Project Justification

Throughout much of modern history, Puerto Ricans have toggled between vulnerability and resilience, adapting to shifting economic models and social conditions. Historically, this has led to massive waves of emigration, even among professionals and thought leaders. Some scholars have named it one of the biggest brain-drains with an outflow of hundreds of thousands of people¹. This trend has been exacerbated by the local governments' financial collapse (2014), Hurricane Maria (2017) earthquakes (2020), and the COVID-19 pandemic. These series of unfortunate events have meant that for nearly a decade, Puerto Rico has been losing an alarming amount of talent in every industry, but particularly within sectors such as the arts and culture where salaries and opportunities have traditionally been low or inexistence. With an underfunded and bleeding cultural sector, it is no surprise that there are significant learning gaps among the members that remain, as well as limited pathways for their professional development. And yet there is an opportunity for long term systemic change within this dire landscape. A transformation that entails building a robust economy where creative and arts professionals can thrive, stay and train new generations of workers. As Puerto Rico's premier museum, the MAPR is positioned to lead this much needed shift in the island's ecosystem by boosting its education role training cultural workers and artists alike. MAPR's internship program will be one pathway available to Puerto Rican Latinxs creative workers to succeed in their posts.

In 2023, under its new leadership the museum has expanded its programming portfolio to include projects such as the reinstallation of its permanent collection, audience listening sessions and visitor analysis (through participation in the Collaboration for Ongoing Visitor Experience Studies [COVES] initiative), training of artists to include cultural workers unto the Creative Community Lab and deploying programming co-designed with the Committee of Blind, Hard of Hearing and other Disabled Communities and structure with this task force

¹ Van Dam, Andrew "[People and fleeing Puerto Rico, Guam and every other US Territory, What gives?](#)", Washington Post, Sept 2022.

the Museum's Accessibility Policies and Resources. These projects are ripe with opportunities for promising museum and creative workers, totaling approximately 18,330 individuals ([Hernandez Acosta, 2023](#)), as well as students. This creative workforce in training will collaborate with active museum industry professionals in executing real-world projects and experiences in their chosen fields of practice, while helping us reimagine 21st century museums, particular culturally-specific institutions such as the MAPR. Moreover, our student interns will infuse our 25th anniversary celebrations with new energy.

The primary target group and beneficiaries of the proposed Internship Program are: Latinx, undergraduate and graduate students aiming to find work in the arts/creative community enrolled in an arts/creative work-related degree offered by one of our university partners. The participant profile is: that of a student (18-25 average age) who aspires to become an active participant in the local-Puerto Rican cultural/art ecosystem, Latinx, immigrant, expats residing in Puerto Rico, multilingual, and with limited opportunities. These target (future creative workers in Puerto Rico) has statistically demonstrated to be more educated than the rest of the labor force. Nonetheless, they report earning less than the average worker and under-represented nationally in the museum sector and with high chances of being self-employed.

As reports² demonstrate and to gauge the demand for professional advancement programs in the arts in Puerto Rico, there are approximately 57,000 registered jobs in the creative sector (2023) in Puerto Rico and sales are approximately 4,032 million (2020). The median salary of the sector is \$26,627.00, which is less than half the \$59,428.00 US national salary. 48% registered creative workers are self-employed compared to 12.4% in the rest of the labor market. 57.8% have a university degree compared to 36.3% for the rest of the labor market. Male creatives earn 30% more than women.

As far as the supply, emerging creative professionals have very few options for education in the arts in Puerto Rico. University art degrees are offered by: University of Sagrado Corazón, UPR-RUM, Escuela de Artes Plásticas, Caribbean University and Centro de Estudios Avanzados de Puerto Rico. At the university level, there is no program that offers professional continuing education in the arts (micro-credentialing), museum studies nor conservation science. The government agencies that are in charge of the public policy and funding, the Institute of Puerto Rican Culture and the Department of Economic Development and Commerce (DDEC) are yet to prioritize making the investments that the market needs to generate economic wealth and highly competitive professional and career opportunity pipelines in the arts. The problem of access to continuing arts education at a national level and the lack of representation of Latinos in US museums complicates the issue of career growth for them. According to the Latino Network of the American Alliance of Museums³, Latinos face a glass ceiling which demands increased mentorship, networking amongst the art world, pipeline support services, scholarships and grants, seed monies build unto the programs beyond just technical training and education. It is estimated that there are 25 million Latinos in the United States.

² Hernandez Acosta, Javier, [Statistical Yearbook for Arts, Culture and Creative Industries in Puerto Rico](#), 2023.

³ Latino Network Taskforce, "[Strategies for Engaging Latinos in Museums](#)", The Latino Network of American Alliance of Museums, 2021.

Project Justification – Cont.

MAPR’s Internship Program aims to “support museum-based undergraduate internship programs designed to advance careers of individuals in the study of American Latino life, art, history, and culture” (Goal 1 of IMLS Latino Internship Program). This general goal will be accomplished by “expand[ing] and enhanc[ing] existing museum-based internship programs for undergraduate students pursuing studies relating to American Latino life, art, history, and culture” (Objective 1.2) and “creat[ing] new museum-based fellowship opportunities for students pursuing advanced studies related to American Latino life, art, history, and culture” (Objective 2.1). MAPR will meet these goals and objectives by providing undergraduate and graduate students from the University of Sagrado Corazón’s School of Arts, Design and Creative Industries, and the University of Puerto Rico Recinto de Mayaguez Art Theory Concentration with paid summer and semester part-time and full-time internships at the museum campus. The following Table 1 enumerates museum departments that will host interns. Department heads have designed interns’ projects covering important themes that guarantee the transfer of skills important for museum work today. The objective is to guarantee that the internship practice is one of top relevance and high quality in support of a student pathway designed to adequately perform and excel in global creative markets.

Internships cover the following fields of study: general Museum Studies; Visual Arts and Design; Art History; Latinx Art History; Theater; Exhibition Preparation; Art Preservation and Conservation; Art Handling; Museum Communications and Marketing; Audience Building and Analyses; Artists’ Training and Professional Development; Art and Cultural Sector Entrepreneurship; Education; Curriculum Development; Accessibility; Curatorial Studies; Registration; Digital Marketing and Special Events production.

The following are specific projects that deal with *Museum Access and Latinx Representation* envisioned as internship projects at the MAPR. All projects selected nurture the outcomes of accesibility of Latinx art and increased representation of Latinxs in the Arts therefore generating greater benefits for society and expanding impact to the museum’s diverse publics. All MAPR internship job descriptions are included as attachments (Appendix 2: Job Descriptions).

Table 1.0

Internships	Accesibility and Representation Outcomes Axis
<p>Communications and Marketing</p> <p>Working with museum audience building with the COVES (Collaboration for Ongoing Museum Experiences Studies) methodology and participating in its Collaboration. In addition, supporting documentation of the museum legacy globally coming into its 25th Anniversary (MAPR 25)</p>	<p># of MAPR followers who access the new on-line and newspaper content on MAPR’s legacy counting towards its 25th Anniversary on behalf of Puerto Ricans and Latinx</p>

<p>Registrar's</p> <p>Working with Cataloguing and Conserving Art, specifically Latinx, Puerto Rican theater posters that are part of a newly-acquisitioned collection of specialized prints.</p>	<p># of artworks that are preserved that are created by Latinx artists # of beneficiaries (on-line visitors, museum guests) who gain first-hand access to the Latinx theater collection of posters</p>
<p>Curatorial and Preparator of Exhibitions</p> <p>Participating in the reinstallation of the MAPR's permanent collection. The re-hanging will focus on bringing to the museum Puerto Ricans/Latinx whose work has been exhibited in the Diaspora and not locally.</p>	<p>Latinx artists, Diaspora artists who can exhibit in their mainland, Puerto Rico # of visitors to the refreshed permanent collection rotation, enhanced with works from Diaspora communities</p>
<p>Education</p> <p>Work supporting the creation of a Museum Inclusive Work plan for guests who have Disabilities and with the Arts Education Lessons Planned that expand the reach to more Latinx with disabilities, teachers and artists.</p>	<p>Creation of the Disability Policies (DEIA Statement) and Credo for the Museum inclusive access to works of art, grounds and programming. # of people experiencing a disability that become MAPR's guests # of people with disability that participate in program design and listening sessions</p>
<p>Creative Community Lab</p> <p>Support listening sessions in the metropolitan San Juan area for creative workers, Curriculum Development for a refreshed artists career development pipeline that includes all cultural workers and the recasting of the artists' directory (digital media production).</p>	<p># of Latinx artists that complete the revamped curriculum of the Creative Community Lab # of Latinx artists that are entered into the MAPR's Artist Directory</p>

Internships were designed by MAPR staff following specific criteria:

- 1.) First, overall, at the macro level, Intern's work needs to expand access to Latino art and representation of Latinxs in the arts. This needs to be evidenced through selected program outcomes included in the job descriptions.
- 2.) Second, internships need to help students grow measurable professional skills in museum and the arts, provide work experience and expand ways and provide resources and networks whereby students can gain economic wellbeing via their careers.

Project Work Plan

The project is proposed to launch this August 1 of 2024. The project's host on campus is the Education Department of the Museo de Arte de Puerto Rico within the purview of the Museum's Education Director and the Internship Program Coordinator.

MAPR's Internship is a two or five-month (Summer or Semester) internship program that will include five-month semester cohorts and two-month summer cohorts and targets Puerto Rico undergraduate and graduate students enrolled in participating Hispanic serving Universities who are interested in the museums field and in creative careers. An Intern Coordinator will be dedicated to deploying, implementing, and tracking the progress and managing the budget of the program starting with program outreach all the way through working with program evaluations with contractors. Support will be provided to the Internship Coordinator by the Communications and Marketing Manager and Social Media content creators. The Coordinator will work with all intern supervisors tracking internship progress, with the Communications Department for program outreach, Finance and Purchasing Department for contracting professional services in evaluation and speakers and with Human Resources implementing the onboarding training sessions and contracting of interns. Monthly reports will be presented tracking Internship program progress from the Internship Coordinator to the Museum Education Manager, who reports to the Executive Director.

The Museo de Arte de Puerto Rico will recruit at least 12 interns every fiscal year who can commit to part-time 20 (semester) to 40 hours (summer) full-time of Departmental work including one two-hour Speaker Series Seminar monthly offered exclusively to interns and intern alumni and a networking opportunity with employers each semester. Supervisors will serve as mentors and will be responsible for intern's project delegations, departmental training, work schedules, deliverables and one-on-one professional development coaching. They will provide coaching hours to interns as well as performance based evaluations and recommendation letter upon excellent completion.

To ensure diversity and wide representation from all across the island, MAPR has partnered with the University of Puerto Rico in Mayaguez and will offer a modest housing stipend for living expenses in the San Juan metropolitan areas to selected students requiring housing assistance. Students would be selected from UPR-RUM's program in Art Theory at the School for the Humanities. (Please See Appendix 1: Letters of Support)

Monthly lunchtime trainings will include: Introduction to the MAPR, MAPR's permanent collection, facilities and grounds, museum customer service, artist portfolio/resume critiques, arts research, grantwriting and fundraising for the arts, employee and employer expectations, and wellness. All interns will prepare their portfolio and/or CV to participate in the Portfolio showcase each semester. At the showcase, the MAPR will invite employers that hire from the creative working community of artists such as private companies, other museums and cultural organizations, law firms and private collectors. The Portfolio Showcase's employer participants will represent the true cross-sectionalism of institutions that value and purchase the goods and services of creative workers in Puerto Rico.

At monthly trainings and in the Portfolio Showcase intern alumni will be encouraged to build a network of alumni that will be a valuable tool for MAPR's interns as they expand their professional networks. A virtual Portfolio Showcase with Diaspora institutions will be

delivered annually for the interns' network. Field trips can be organized to private collections, museums, schools and galleries.

MAPR's Internship Coordinator will host supervisory meetings to share experiences with interns, project advancements, program ideas and performance. Interns will gain an equivalent of Puerto Rico federal minimum wage and can be available for credit. For example, at USC both CRE 300 and CRE 490 coursed are both internship/practicum courses aligned for crediting MAPR's interns. Below, Table 2 presents Coordinator project milestones.

<p>Museo de Arte de Puerto Rico: Internship Coordinator – Work Milestones</p>	
<p>Pre-Implementation Deliverables</p> <ul style="list-style-type: none"> ✓ Sign Grant Agreement ✓ Recruit MAPR Internship Program Coordinator ✓ Sign Memorandum of Understanding (MOU) with Academic Partners ✓ Launch Program Outreach and Marketing Plan (See Supplement: Outreach and Marketing Plan) ✓ Recruit Internship Speakers for Monthly Lunchbox Series ✓ Purchase Project Materials ✓ Contract Third Party Evaluation Supplier and create instrument and student survey forms <p>Implementation Deliverables Through Cohorts:</p> <ul style="list-style-type: none"> ✓ Program Outreach ✓ Recruitment of Cohort ✓ Onboarding ✓ Monthly Meetings with Intern Supervisors and Performance Evaluations ✓ Monthly Speaker Series ✓ Portfolio Showcase - Semesterly 	

Project Results

MAPR's Internship Program is designed with an embedded outcomes-based program evaluation framework that will be co-designed by third party evaluators. The Museum will make sure the instrument measures a baseline of: (1) knowledge and skills gained through the internship, (2) internship satisfaction with internship logistics, content and networking opportunities for career growth; (3) internship satisfaction with supervisor counseling and coaching and career opportunities received.

Data collection will be conducted by be pre and posts surveying interns and 6-month follow up phone calls to intern alumni to assess the applicability of the knowledge acquired towards career positioning and growth.

MAPR's interns will support the development of the following products from MAPR's Departments. Additional products will be added as Museum needs will evolve through the project's 3-year lifespan.

Department	Product
Center for Innovation in Education	Support the creation of: Accessibility, Equity Language and BIPOC statements + mottos and Lessons Learned for People with Disabilities' within Art Exercises
Conservation	Support registering and safely conserving a new Latinx Theater Poster Collection
Curatorial and Preparation	Supporting the rehanging of the museum's permanent collection galleries
Center for the Development of the Creative Community	Support listening sessions, record minutes, support with curriculum development for a refreshed career training pipeline for cultural workers in Puerto Rico

<p>Communications and Marketing</p>	<p>Support content creation for web platforms</p> <p>Support the development of MAPR 25 documentation</p>
<p>Special Events</p>	<p>Support: MAPR 25th anniversary events, family Sundays (Access for All) and other general public recreational and educational programming</p>

Project Sustainability

The Museum makes sustainability a priority through its Finance Committee, Development and Finance Departments by developing a diversified financial model with a sliding-scale, fee-for-services structure in addition to foundation, federal, corporate, and local governmental funding sources. The Museum's funding portfolio is diverse including: an endowment, state legislature investments, private foundation grants, and corporate and individual (members/major donor families) donors' support. Its earned income strategies are derived from: rentals, revenues from businesses: a parking garage, from conservation contracts, a Museum store, merchandise and ticket and sponsor sales from events. Earned income strategies make a solid 12% of total revenue on average every year. Its strategic plan aims to increase this to 16% by next year.

Other funding is being leveraged for the Internship Program including state and private dollars and work-study, workforce development program funds. This, to guarantee program sustainability and the delivery of important arts education programming from the Museum long-term.

